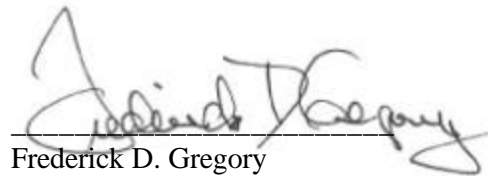# *BASELINE VERSION*

Administer
QASAR "Best of Best"
Award Program

_____

Frederick D. Gregory
Associate Administrator for
Safety and Mission Assurance
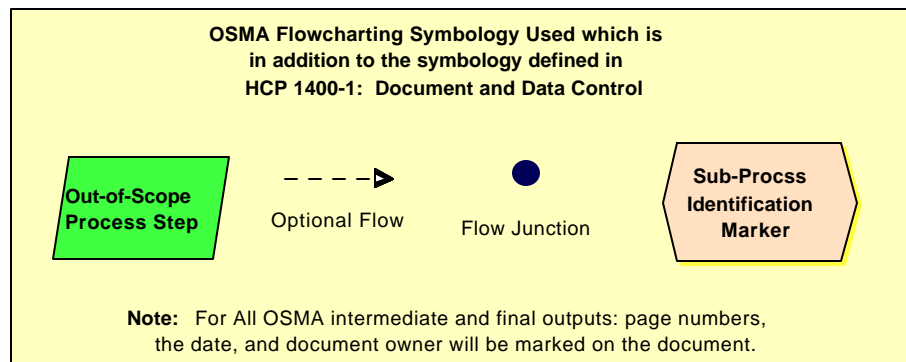
January 13, 2000
Date

DOCUMENT HISTORY LOG

Status (Draft/ Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
Baseline		January 13, 2000	

HOWI Author: Q/Geoff Templeton

OSMA Staff Member Responsible for this HOWI: Q/Michael Greenfield

OSMA Flowcharting Symbology Used which is in addition to the symbology defined in HCP 1400-1: Document and Data Control

Out-of-Scope Process Step

Optional Flow

Flow Junction

Sub-Procss Identification Marker

Note: For All OSMA intermediate and final outputs: page numbers, the date, and document owner will be marked on the document.

1. Purpose

The purpose of this Office of Safety and Mission Assurance (OSMA) Headquarters Office Work Instruction (HOWI) is to document the process used to nominate and select the annual QASAR (Quality and Safety Achievement Recognition) "Best of Best" Award winners. Appendix B of this HOWI is an example of the QASAR Award pamphlet (1999 version) containing the award criteria, nomination procedures, and the nomination form. This HOWI also specifies the Quality Records associated with the QASAR "Best of Best" Award process.

2. Scope and Applicability

This OSMA HOWI is applicable to all individuals involved in the nomination and selection process for annual winners of the QASAR "Best of Best" Award. Centers may locally award monthly and/or annual QASAR Awards. This HOWI deals with the Agency Level "Best of Best" award program. The QASAR "Best of Best" is authorized by the Deputy Administrator's Memorandum of October 30, 1998, which is contained in Appendix A.
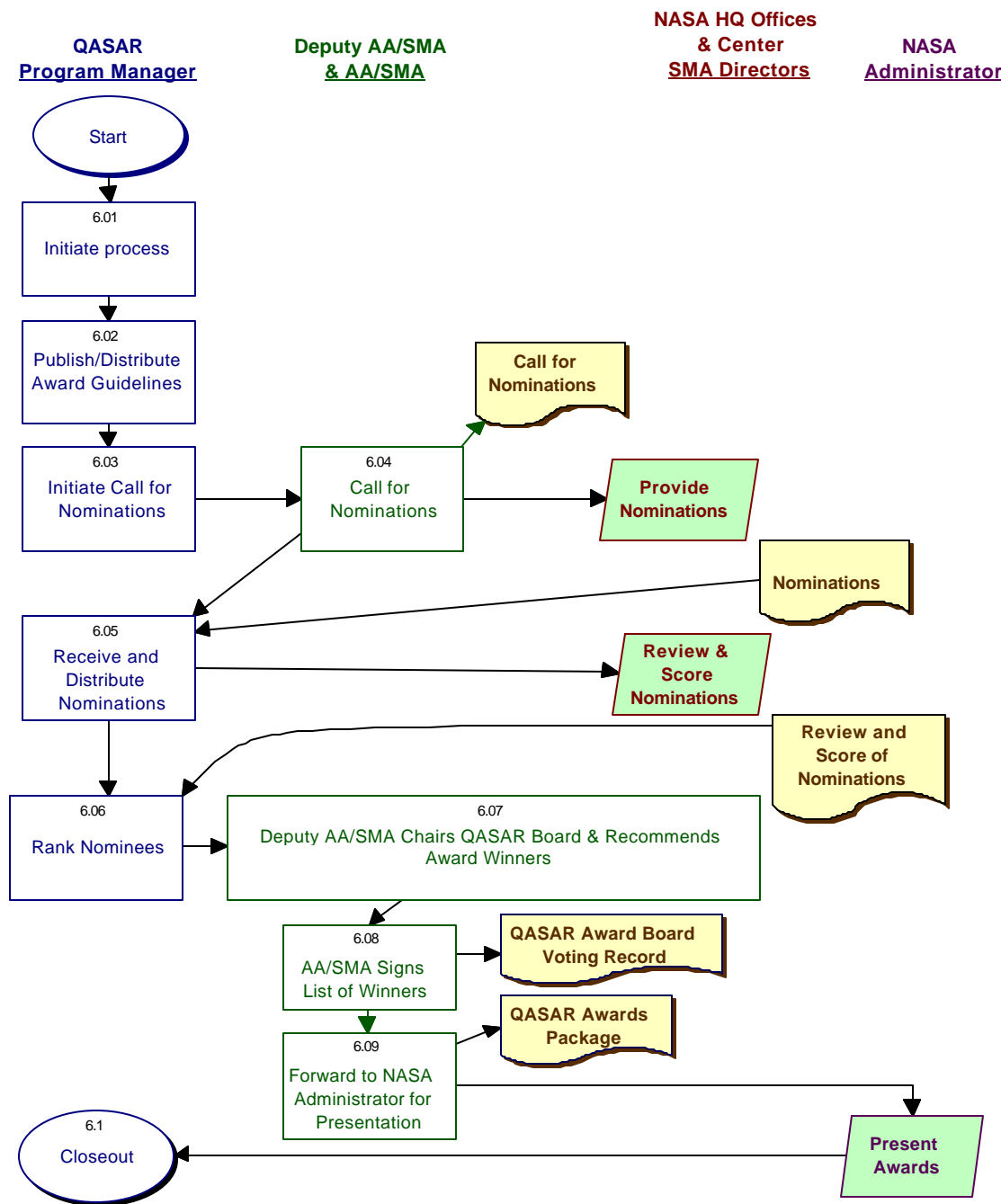
3. Definitions

3.1.   "Best of the Best": Each year, the "Best of the Best" of the year's local QASAR Award recipients are selected for Agency recognition. Each Center and Headquarters Office can submit one nomination in each category for consideration in the "Best of the Best."

3.2.   QASAR Award: The NASA Quality and Safety Achievement Recognition (QASAR) Award recognizes NASA, other Government, and prime/subcontractor employees for significant quality improvements to products or services for NASA and safety initiatives within products, programs, processes, and management activities.

3.3.   QASAR Award Board: The Deputy Associate Administrator for Safety and Mission Assurance chairs the QASAR Award Board. The Board consists of the ten Center SMA Directors.

4. Reference Documents

The documents listed in this section are used as reference materials for performing the processes covered by the Quality Management System (QMS). Since all NASA Headquarters Level 1 (QMS Manual) and level 2 (Headquarters Common Processes) documents are applicable to the QMS, they need not be listed in this Section unless specifically referenced in this OSMA HOWI.

4.1.   The current QASAR Award Program Brochure. The 1999 printing of the brochure is included as Appendix B as an example.

5. Flowchart

QASAR Program Manager	Deputy AA/SMA & AA/SMA	NASA HQ Offices & Center SMA Directors	NASA Administrator

Start

6.01 Initiate process

6.02 Publish/Distribute Award Guidelines

Call for Nominations

6.03 Initiate Call for Nominations

6.04 Call for Nominations

Provide Nominations

Nominations

6.05 Receive and Distribute Nominations

Review & Score Nominations

Review and Score of Nominations

6.06 Rank Nominees

6.07 Deputy AA/SMA Chairs QASAR Board & Recommends Award Winners

6.08 AA/SMA Signs List of Winners

QASAR Award Board Voting Record

QASAR Awards Package

6.09 Forward to NASA Administrator for Presentation

6.1 Closeout

Present Awards

6. Procedure

6.01   QASAR PM   Initiate Process:

Begins the process to select winners in the 4th quarter of the calendar year.

6.02 QASAR PM   Publish and Distribute Award Guidelines:

The QASAR PM reviews the guidelines and publicity information from the previous QASAR Award(s) and updates for current cycle. Appendix A contains the 1999 cycle document as an example.

6.03 QASAR PM   Initiate Call for Nominations:

Call for nominations is drafted and forwarded to AA SMA for approval/signature.

6.04 AA/SMA   Call for Nominations:

OSMA AA sends the call for nominations to Center Directors and Headquarters AA's.

Nominations for QASAR Awards are sent to QASAR PM.

6.05 QASAR PM   Receive & Distribute Nominations

The QASAR PM receives QASAR nominations from the Center SMA Directors. The nominations are collated and then sent to the Center SMA Directors along with a scoring worksheet.

The Center SMA Directors will review and score the nominations.

6.06 QASAR PM   Rank Nominees

The QASAR PM receives and collates the Center SMA Director scores and ranks the nominees according to the scores. The collated scores and ranking are provided to the Deputy AA/SMA and the Center SMA Directors.

6.07 Deputy AA/SMA   Deputy AA/SMA Chairs the QASAR Award Board and Recommends Award Winners:

The QASAR Award Board meets and reviews the nominations against the criteria specified in the published award guidelines. The Board is made up of the Center SMA Directors and the Deputy AA/SMA. The Board then identifies the best nominations and recommends winners to the AA/SMA. The board also identifies whether or not monetary awards will be presented.

6.08 AA/SMA   Signs List of Winners

The AA/SMA concurs on the list of winners provided by the QASAR Board and signs the list.

6.09 AA/SMA   Forward to NASA Administrator for Presentation:

The Awards are forwarded to the NASA Administrator for presentation. If a monetary award is to be presented with the QASAR Award, then the OSMA Resources Management Group is contacted to begin the paperwork.

The QASAR awards are normally presented at the NASA Continual Improvement Conference normally held in April each year by the NASA Administrator.

6.10   QASAR PM   Closeout:

> The QASAR PM ensures that all Quality Records and lessons learned from award cycle are filed and then closes out the process.

7. Quality Records

Record ID	Owner	Location	Media Electronic /hardcopy	Schedule Number & Item Number	Retention & Disposition
Call for Nominations	OSMA Corres Control	OSMA Chron Files	Hardcopy	Schedule: 1 Item: 22.A	Retire to FRC when 5 years old in 5 year blocks, then retire to NARA when 10 years old
Nominations	QASAR PM	QASAR Files	Hardcopy	Schedule: 3 Item: 40.D	Keep until awards presented then destroy
Review and Score of Nominees ** Sensitive File **	QASAR PM	QASAR Files	Hardcopy	Schedule: 3 Item: 40.D	Keep until awards presented then destroy
QASAR Award Board Voting Record ** Sensitive File **	QASAR PM	QASAR Files	Hardcopy	Schedule: 3 Item: 40.D	Keep until awards presented then destroy
QASAR Awards Package	OSMA Corres Control	OSMA Chron Files	Hardcopy	Schedule: 1 Item: 22.A	Retire to FRC when 5 years old in 5 year blocks, then retire to NARA when 10 years old

Note: Quality Records marked as **Sensitive File ** are not available for general review.

Appendix A: Deputy Administrator QASAR "Best of Best" Authorization Memorandum

Appendix B: Sample QASAR Guidelines Document from 1999

National Aeronautics and
Space Administration

Office of the Administrator
Washington, DC 20546-0001

NASA

OCT 30 1998

TO: Q/Associate Administrator for
            Safety and Mission Assurance

FROM: AD/Chair, Incentive Awards Board

SUBJECT: NASA Safety and Motivation Awards Program

The Incentive Awards Board concurs that the NASA Safety and
Motivation Awards program (enclosed) be established as an
Agencywide awards program.

It has been determined that the program guidelines are in
accordance with the Code of Federal Regulations Part 451 and
NASA NPG 3451. If it is necessary to make any changes to the
NASA Safety and Motivation Awards program, you should submit
them to the Office of Human Resources and Education for
approval prior to implementation.

J. R. Dailey

Enclosure

NASA SAFETY AND MOTIVATION AWARDS PROGRAM

TABLE OF CONTENTS

I.   Purpose

II.   Organizational Responsibilities

      A. Headquarters
      B. Field Installations

III.   Eligibility

IV.   Installation Nomination Procedures

V.   Selection Criteria

VI.   Headquarters Selection Procedures

      A. Selection Panel
      B. Initial Screening
      C. Frequency of Award
      D. Number of Awards
      E. Approval of Awards

VII.   Award Recognition

NASA SAFETY AND MOTIVATION AWARDS PROGRAM

This annual awards program formally recognizes outstanding safety-related performance/ contributions to NASA programs and operations and is an effective means of encouraging safety excellence. This outline explains the purpose, organizational responsibilities, eligibility, nomination procedures, selection criteria, and award recognition of this program.

I. Purpose

This award provides an incentive for NASA employees to perform in a highly effective manner in achieving NASA's safety initiatives goals of excellence.

II. Organizational Responsibilities

A. Headquarters

The Office of Safety and Mission Assurance (Code Q) is responsible for the general policy direction and administering the program. This includes the annual solicitation of nominations, serving as focal point for receipt of nominations, and heading the selection panel which evaluates the nominations and recommends selection of the awardees. The Associate Administrator (AA) for Safety and Mission Assurance will make final selections based on the recommendations of the panel.

B. Field Installations

The AA for Safety and Mission Assurance will request nominations from the Installation Directors who will submit nominations to Headquarters, Office of Safety and Mission Assurance.

III. Eligibility

The award is applicable to all NASA Centers, with the exception of Headquarters, Office of Safety and Mission Assurance. It shall recognize the safety achievements of NASA Federal Government employees supporting NASA safety objectives in all occupational categories and grade levels, including employees of the Jet Propulsion Laboratory (JPL) who are performing NASA work.

IV.   Installation Nomination Procedures

A. Annual "Call" for Nominations

The Associate Administrator for Safety and Mission Assurance will annually solicit nominations for this award, indicating in the announcement the due date for receipt of the nomination. Upon receipt of the call for nominations, each Installation should transmit the announcement to all eligible personnel and solicit nominations from supervisory as well as non-supervisory personnel.

B. Preparation of Nominations

Each Field Installation shall screen the nominations and select one nominee. Nominations should be submitted in the format outlined in the appendix and be based on accomplishments during the current fiscal year. Nominations from the Installations and Headquarters offices must include an endorsement from their respective Installation Director or head of Headquarters office. An original and six (6) copies of each nomination shall be submitted. In addition, a proposed summary citation of approximately 25 words should be included for each nomination.

C. Selection of Nominees

While Installations may initially receive any number of candidates, only one nominee may be submitted by an Installation (including Headquarters) to Office of Safety and Mission Assurance, Headquarters. The nomination must be based on the following selection criteria and be submitted by the Installation Director.

V.   Selection Criteria

The Safety and Motivation Awards Program is awarded for significant, accomplishment or contribution clearly characterized by a substantial and significant safety improvement in operations, service, efficiency, or cost savings in assisting NASA to achieve its goals in the safety and mission assurance area (see Appendix).

VI.   Headquarters Selection Procedures

A. Selection Panel

A panel of Headquarters personnel will review the nominations submitted and recommend award recipients to the AA for Safety and Mission Assurance. The panel will consist of individuals from Code Q, the Headquarters Program Offices, and the Office of Equal Opportunity Programs. The panel will be chaired by a representative from the Office for Safety and Mission Assurance.

B. Initial Screening

Each panel member will initially review all nominations by using the criteria grid provided in the Appendix. A meeting of the panel will then be convened to determine whether clear consensus winners emerge. If consensus is reached on awardees, no further evaluation is necessary. If there is no consensus, panel members will discuss the strengths and weaknesses of the nominees and have an opportunity to reconsider and change ratings. Prior to the final rating, panel members may agree to eliminate from further consideration those nominations which only meet the criteria minimally.

C. Frequency of Award

The selection panel may determine that an award is not warranted if the nominees' accomplishments are not sufficiently noteworthy.

D. Number of Awards

There will be a maximum of two (2) awards given.

E. Approval of Awards

· The recommendations of the selection panel will be submitted to the AA for Safety and Mission Assurance for final selection.

VII. Award Recognition

Award recipients will receive cash recognition with a certificate with the exception of JPL employees and employees in the Senior Executive Service (SES). SES employees have a separate award/compensation process and may only receive a certificate of recognition and no cash award. Consequently, since NASA does not have authority to use appropriated funds for monetary awards to other than civil servants, JPL employees may only receive a certificate of recognition and no cash award. Presentation of awards will normally be made during the Agency Honor Awards ceremony at Headquarters.

Appendix B

QASAR AWARD PROGRAM

Quality and Safety Achievement Recognition

Administered by the

Office of Safety and Mission Assurance

National Aeronautics and Space Administration

Washington, DC 20546-0001. QASAR Award Program 3

CONTENTS

FOREWORD

W

orking on the cutting edge of aeronautics and space research

and technology, working in the harsh environment of space,

and doing the things that have never been done—

NASA's mission is inherently risky. Safety and qual-ity

must be all encompassing drivers, understood

and applied in every step in a process and at

every level of the organizational structure, from

the individual employee to the top manager.

There is simply no quality nor safety compromise

in human flight or high-cost spacecraft.

In this era of increasing workloads and decreasing

budgets, our success hinges on the ability to pro-vide

top-quality products and services, as well as

management-centered safety processes in the

most economical way possible. Achieving quality

and safety is not simple. It takes top management

commitment, the right information and tools,

along with dedication, discipline, and the willing-ness

to examine and analyze work processes. It takes commitment

to follow through and implement improvements.

The QASAR Award recognizes those individuals who have

stepped up to the challenge and displayed exemplary perform-ance

in contributing to safety and quality in products, services,

and processes for NASA. I encourage you to review these criteria

and participate in this award program to recognize exemplary

performance in support of NASA.

FREDERICK D. GREGORY

Associate Administrator for

Safety and Mission Assurance

Frederick D. Gregory. QASAR Award Program 7

I. WHAT IS QASAR?

Q

ASAR stands for Quality and Safety Achievement Recognition.

The QASAR Award recognizes NASA, other Government, and

prime/subcontractor individuals for significant quality improve-ments

to products or services for NASA, as well as safety initiatives

within products, programs, processes, and management activities.

NASA Headquarters and each of the Centers have local QASAR

Award programs; annually, the "Best of the Best" in each award cat-egory

is chosen for Agency recognition by the Administrator.

II. PURPOSE

T

he QASAR Award Program promotes safety, quality, and continu-ous

improvement throughout NASA.The award recognizes spe-cific

Government and contractor employees at NASA Headquarters

and the Centers who have displayed or exhibited exemplary per-formance

in contributing to the quality and/or safety of products,

services, processes, or management programs and activities.

III. QASAR AWARD CATEGORIES

1

Most significant safety and mission assurance (SMA) contri-bution

from within the NASA SMA organization

2

Most significant safety or quality product improvement, serv-ice

improvement, or initiative from a NASA employee exter-nal

to the SMA organization

3

Most significant safety or quality product improvement, serv-ice

improvement, or initiative from a Government (non-NASA)

employee

4

Most significant safety or quality product improvement, serv-ice

improvement, or initiative from a NASA prime or subcon-tractor

employee.8 QASAR Award Program

IV. SELECTION PROCESS

• Depending on local policies, the NASA Headquarters and

Center SMA offices evaluate nominees and select local recipi-ents

on a monthly, quarterly, semiannual, or annual basis.

• Annually, a QASAR Award Board, composed of representatives

from the Centers and Headquarters, will select *one individual*

in each category to receive the Agency QASAR "Best of the

Best" awards.

• With respect to this Award process, the Jet Propulsion

Laboratory is considered a NASA Center.

• The QASAR award period runs from calendar year to calendar

year. Nominations for the Agency "Best of the Best" for the previ-ous

calendar year are due to the Office of Safety and Mission

Assurance no later than January 10, or, if January 10 falls on a

weekend,the last working day before January 10. See Section IX.

V. QASAR AWARD CRITERIA

T

o be eligible to receive a QASAR Award, an individual must

accomplish at least one of the following:

• Identify or implement significant quality or safety improve-ments

to NASA products, services, or processes

• Institute continuous quality or safety improvement through

NASA and/or contractor action teams

• Identify potential quality or safety problems, along with recom-mended

corrective action, to preclude mishaps or major sys-tems

impacts

• Advance the quality and safety profession through other signif-icant

accomplishments.QASAR Award Program 9

VI. QASAR SUPPLEMENTAL

CRITERIA ELEMENTS

T

he following items may be considered within the criteria when

determining an individual's eligibility for the QASAR Award:

• Was an operational hazard identified that, if not corrected,

could cause injury to personnel and/or damage to ground sup-port

equipment or flightware?

• Was exceptional performance displayed—for example, did the

individual define a problem that was undetected and/or exert

extraordinary management or floor-level effort that resulted in

corrective action?

• Were recommendations made that significantly improved prod-uct

or service quality or safety, safety methods, or safety proce-dures,

and/or resulted in significant resource savings? Or did

the process cost more and result in better reliability and safety?

• Was outstanding performance shown in fostering NASA/con-tractor

teamwork and partnership for quality or safety?

• Was outstanding leadership displayed in contributing actively

to the safety and mission success goals of NASA Headquarters

and/or the Center and its safety programs?

• Has the process resulted in advancing one or more of the ele-ments

of the NASA Administrator's safety initiatives?

• Has the individual distinguished him or herself in the quality or

safety area by:

• teaching quality or safety courses in colleges/universities,

• serving on technical advisory committees or other significant

outreach activities, or

• making a significant contribution to NASA's body of knowl-edge

in quality and/or safety principles?.10 QASAR Award Program

VII. NOMINATIONS

A

ny NASA or NASA contractor employee may nominate an eli-gible

individual to receive a QASAR Award. The award nomi-nation

should be no more than one page in length. A sample form

is provided in Appendix A. QASAR Award nominations should be

submitted to the cognizant Headquarters or Center QASAR repre-sentative

(listed in paragraph XI) or as Center policy designates.

VIII. NOMINATION JUSTIFICATION

N

ominations should indicate how the individual impacted the

Agency or mission he or she was supporting, and should, if

appropriate, include metrics that support the achievement, for

example:

• Specific examples of improved safety

• Specific examples of improved quality/or improved reliability

• Demonstrated cost savings

• Improved time management

• How the product or service was improved

• How productivity was increased

• Scope and duration of benefit

• Level of customer satisfaction.QASAR Award Program 11

IX. QASAR AWARD "BEST OF THE BEST"

E

ach year, the "Best of the Best" of that year's local QASAR Award

recipients are selected for Agency recognition. Each Center and

Headquarters may submit *one nomination in each category* for

consideration in the "Best of the Best." Nominations from the

Centers must be signed by the Center Director, and nominations

from the Strategic Enterprises and Headquarters Functional/Staff

Offices must be signed by the nominating Associate Administrator.

The QASAR Award Board will select one recipient in each category.

The QASAR "Best of the Best"Award plaques will be presented by

the Administrator at the Annual NASA Continual Improvement and

Reinvention Conference, usually held in April.

X. QASAR AWARD BOARD

T

he Deputy Associate Administrator for Safety and Mission

Assurance chairs the QASAR Award Board. It consists of repre-sentatives

from Headquarters and each Center. It convenes annu-ally

to select the QASAR Award "Best of the Best" recipients..12 QASAR Award Program

XI. NASA QASAR REPRESENTATIVES

AMES RESEARCH CENTER

Kenneth P. Zander

Mail Stop 218-7

Tel: (650) 604-5604

Fax: (650) 604-6508

DRYDEN FLIGHT RESEARCH CENTER

Edmund M. Hamlin

Mail Stop D-8002

Tel: (805) 258-3526

Fax: (805) 258-2193

GODDARD SPACE FLIGHT CENTER

John M. Maristch

Code 303

Tel: (301) 286-9900

Fax: (301) 286-0221

JET PROPULSION LABORATORY

John W. Schlue

Mail Stop 301-415

Tel: (818) 354-5335

Fax: (818) 393-1907

JOHNSON SPACE CENTER

Lois D. Walker

Mail Code NA

Tel: (281) 483-8425

Fax: (281) 483-0567

KENNEDY SPACE CENTER

Sheryl C. Marshall

Code EC-D

Tel: (407) 867-3577

Fax: (407) 867-1750

LANGLEY RESEARCH CENTER

John A. Greco

Mail Stop 421

Tel: (757) 864-3018

Fax: (757) 864-8918

LEWIS RESEARCH CENTER

David E. Ross

Mail Code M501-4

Tel: (216) 433-6546

Fax: (216) 433-5270

MARSHALL SPACE FLIGHT CENTER

Michael J. Kim

Code CR80

Tel: (256) 544-4087

Fax: (256) 544-4857

STENNIS SPACE CENTER

Clifton T. Arnold, Jr.

Mail Code QA00

Tel: (228) 688-1685

Fax: (228) 688-3701

NASA HEADQUARTERS

Geoffrey B.Templeton

Code Q

Tel: (202) 358-2157

Fax: (202) 358-2779.QASAR Award Program 13

APPENDIX A

QASAR AWARD NOMINATION FORM

QASAR CATEGORY

NOMINEE _____

ORGANIZATION _____

JUSTIFICATION

(Describe the specific events or actions which justify the nomination)

_____

_____

_____

_____

_____

_____

_____

_____

CITATION

(Write a brief description summarizing the justification for the award, to be used in

award memo)

In recognition of

_____

_____

_____

_____

SIGNATURES

_____

Center SMA Director or Headquarters Division Director

_____

Center Director or Associate Administrator

❑ NASA Safety & Mission Assurance (SMA)

❑ NASA (outside SMA Organization)

❑ Government (outside NASA)

❑ NASA Prime or Subcontractor